

THE
ISABELLA STEWART GARDNER
MUSEUM, INCORPORATED
BOSTON, MASSACHUSETTS



TWENTY-NINTH ANNUAL REPORT
1953





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Isabella Stuart Gardner

The Isabella Stewart Gardner Museum

INCORPORATED

Annual Report

for the year 1953



BOSTON, MASSACHUSETTS

1954

THE ISABELLA STEWART GARDNER
MUSEUM, INCORPORATED

Sole Trustee under the will of Isabella Stewart Gardner



FRANCIS LEE HIGGINSON, *President*

GEORGE PEABODY GARDNER, *Vice-President*

JEROME D. GREENE, *Secretary and Treasurer*

TRUSTEES

FRANCIS LEE HIGGINSON

ARTHUR POPE

THOMAS JEFFERSON COOLIDGE

RICHARD C. PAINE

JEROME DAVIS GREENE

GEORGE PEABODY GARDNER

JAMES LAWRENCE, JR.

DIRECTOR OF THE MUSEUM

MORRIS CARTER

ASSISTANT DIRECTOR

WILLIAM NORRIS MASON

EVELYN BURR	<i>Secretary</i>
JANE MOLLOY	<i>Secretary</i>
WILLIAM J. IRELAND	<i>Superintendent</i>
PATRICK T. NILAND	<i>Assistant Superintendent</i>
ALFRED JAKSTAS	<i>Conservator</i>
VINCENZINA ROMANO	<i>Keeper of Textiles</i>
JOSEPH B. PRATT	<i>Photographer</i>
JOHN F. SULLIVAN	<i>Head Gardener at Greenhouse</i>
J. ANDREW MADDEN	<i>Head Gardener at Museum</i>

NOTE

The Isabella Stewart Gardner Museum in the Fenway, Incorporated, was incorporated under the laws of the Commonwealth of Massachusetts, December 19, 1900, Mrs. Gardner's sole beneficial ownership of the works of art held by this corporation being represented by stock. (*For the Certificate of Incorporation see p. 6 and for a copy of an Act of 1925 authorizing the corporation to hold additional real and personal estate, see p. 7.*)

The Will and Codicil of Isabella Stewart Gardner probated August 21, 1924, gave to Trustees all her land in Boston including Fenway Court and the land adjacent thereto, and her works of art, or her interest therein as represented by stock of The Isabella Stewart Gardner Museum in the Fenway, Incorporated. (*For the relevant provisions of the Will and Codicil see p. 8.*)

On November 23, 1936, the Trustees then surviving executed an Agreement of Association with the intention of forming a corporation under Chapter 180 of the General Laws of the Commonwealth (*see p. 11*). A certificate of Incorporation was granted on December 23, 1936, as of the date of the said Agreement (*see p. 13*). An Act authorizing the corporation to hold additional real and personal estate was approved March 23, 1937 (*see p. 14*).

The Trustees under the Will having resigned upon the formation of the corporation, The Isabella Stewart Gardner Museum, Incorporated, was on December 24, 1936, appointed by the Probate Court of Suffolk County, sole Trustee of the estate theretofore held in trust by the individual Trustees. (*For the Certificate of the Probate Court, see p. 15.*)

By an Act of the General Court of the Commonwealth approved May 14, 1943, the real estate in Boston of the Isabella Stewart Gardner Museum, Inc., was exempted from taxation as from January 1, 1943. (*For the Act see page 16.*)

Commonwealth of Massachusetts

Be it known *That whereas* John Chipman Gray, Isabella Stewart Gardner, Henry Walton Swift, Harold Jefferson Coolidge, Charles L. Pierson, Willard Thomas Sears, and William Amory Gardner have associated themselves with the intention of forming a corporation under the name of

THE ISABELLA STEWART GARDNER MUSEUM
IN THE FENWAY, INCORPORATED

for the purpose of art education, especially by the public exhibition of works of art, with a capital of Fifty Thousand Dollars, and have complied with the provisions of the Statutes of the Commonwealth in such case made and provided, as appears from the certificate of the President, Treasurer, Secretary and Director of the said Corporation, duly approved by the Commissioner of Corporations and recorded in this office:

~~Now, Therefore,~~ I, William M. Olin, Secretary of the Commonwealth of Massachusetts, ~~Do Hereby Certify~~ that said John Chipman Gray, Isabella Stewart Gardner, Henry Walton Swift, Harold Jefferson Coolidge, Charles L. Pierson, Willard Thomas Sears, and William Amory Gardner, their associates and successors, are legally organized and established as and are hereby made an existing corporation under the name of

THE ISABELLA STEWART GARDNER MUSEUM
IN THE FENWAY, INCORPORATED

with the powers, rights, and privileges, and subject to the limitations, duties and restrictions which by law appertain thereto.

~~Witness~~ my official signature hereunto subscribed, and the seal of the Commonwealth of Massachusetts hereunto affixed this nineteenth day of December in the year of our Lord one thousand nine hundred.

[Seal]

WM. M. OLIN,
Secretary of the Commonwealth.

Commonwealth of Massachusetts

Acts of 1925 — Chapter 198

An Act to authorize THE ISABELLA STEWART GARDNER MUSEUM IN THE FENWAY, INCORPORATED, to hold additional real and personal estate and for other purposes.

Be it enacted, etc., as follows:

THE ISABELLA STEWART GARDNER MUSEUM IN THE FENWAY, INCORPORATED, a charitable institution organized under the general laws relating to charitable corporations, may hold real and personal estate to an amount not exceeding eight million dollars, including the amount it is already authorized to hold by section nine of chapter one hundred and eighty of the general laws, which estate shall be devoted to the purposes of said institution, as provided in said section nine, so that through its agency may be carried on the endowed Museum given under the will of Isabella Stewart Gardner for the education and enjoyment of the public forever.

Approved March 30, 1925.

EXCERPTS FROM THE WILL AND CODICIL
OF
ISABELLA STEWART GARDNER

Dated May 9, 1921: Probated August 21, 1924

THIRD: 1. To Harold J. Coolidge, Grafton D. Cushing, William C. Endicott, Francis L. Higginson, Jr., and Arthur F. Johnson, all of Boston, and to said Arthur Pope, and to Henry D. Sleeper of Gloucester, and the survivors and survivor of them, and the heirs of the survivor, I devise all the land which I own in Boston, and especially the land comprising my estate known as Fenway Court, and my land adjacent thereto, situated on the Fenway, the Tremont entrance to the Fenway Park, and Worthington Street, which tract includes the lots conveyed to me by deeds of Augustus P. Loring, dated January 31, 1899, and June 13, 1899, recorded with Suffolk Deeds, *Lib.* 2620, *Fol.* 107 and 109; deed of Moses Williams *et al.*, Trustees, dated February 26, 1900, recorded with Suffolk Deeds, *Lib.* 2667, *Fol.* 306; deed of Henry M. White, dated January 1, 1901, recorded with Suffolk Deeds, *Lib.* 2728, *Fol.* 25; deed of Moses Williams *et al.*, Trustees, dated June 16, 1906, recorded with Suffolk Deeds, *Lib.* 3136, *Fol.* 170; deed of Paul and Rachel S. Thorndike, acknowledged March 22, 1907, and recorded with Suffolk Deeds, *Lib.* 3197, *Fol.* 493; deed of Charles Paine, dated November 20, 1911, and recorded with Suffolk Deeds, *Lib.* 3589, *Fol.* 232, and deed of Moses Williams *et al.*, Trustees, dated January 8, 1913, and recorded with Suffolk Deeds, *Lib.* 3700, *Fol.* 631, with the buildings thereon, and I also bequeath to the said Coolidge, Cushing, Endicott, Higginson, Johnson, Pope and Sleeper, and the survivors and survivor of them, and the

representatives of the survivor, all my interest in the pictures, statuary, works of art, bric-a-brac, furniture, books and papers, contained at my death in all the stories of the main building of said Fenway Court other than the fourth story and the attic, and also in or upon the grounds adjoining said building, and all such articles as are above mentioned wherever situated intended or destined to be contained in these stories other than the fourth story and the attic, including all the property in which I own the beneficial interest through my ownership of all the shares of the Isabella Stewart Gardner Museum in the Fenway, Incorporated, all the aforesaid real and personal property to be held by said Coolidge, Cushing, Endicott, Higginson, Johnson, Pope and Sleeper, in trust as a Museum for the education and enjoyment of the public forever, but no works of art shall be placed therein for exhibition other than such as I, or the Isabella Stewart Gardner Museum in the Fenway, Incorporated, own or have contracted for at my death. And I direct that, if any question arises as to what is intended or destined for said stories other than the fourth story and the attic, the judgment of my Executors or Executor shall be final.

2. Whereas in the foregoing paragraph I have bequeathed all my interest in certain personal property, and whereas the legal title to it or to a portion of it is in the Isabella Stewart Gardner Museum in the Fenway, Incorporated, and whereas it is my intention that all the property of the Isabella Stewart Gardner Museum in the Fenway, Incorporated, shall be and remain in the Museum established under this will, now, therefore, I give and bequeath all my shares in the Isabella Stewart Gardner Museum in the Fenway, Incorporated, to said Coolidge, Cushing, Endicott, Higginson, Johnson, Pope and Sleeper, to be held in trust

for the purposes of the Museum established under this will, I hereby directing the Trustees so to hold and manage said shares that all the property of the Isabella Stewart Gardner Museum in the Fenway, Incorporated, shall be and remain forever in the Museum established under this will subject to all the provisions of this will relating to the Museum so established. And I authorize the said Trustees, as the holders of all the shares of the Isabella Stewart Gardner Museum in the Fenway, Incorporated, to procure its dissolution, and the transfer and delivery of all its property to them as Trustees to be held in trust for the purposes of the Museum established under this will in accordance with all the provisions of this will relating to said Museum.

3. I also give to the said Coolidge, Cushing, Endicott, Higginson, Johnson, Pope and Sleeper, and the survivors and survivor of them, and the representatives of the survivor, the sum of one million two hundred thousand dollars (\$1,200,000) in trust to apply the income of it to maintain the Museum established under this will in accordance with all the provisions of this will.

AGREEMENT OF ASSOCIATION

Commonwealth of Massachusetts

DEPARTMENT OF CORPORATIONS AND TAXATION

We, whose names are hereto subscribed, do, by this agreement, associate ourselves with the intention of forming a corporation under the provisions of Chapter 180 of the General Laws (Ter. Ed.).

The name by which the corporation shall be known is

THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED.

The location of the principal office of the corporation to be in Massachusetts is the City of Boston.

The purposes for which the corporation is formed are as follows: —

To conduct the museum established by the will of Isabella Stewart Gardner and otherwise to carry out the charitable purposes contained in said will, and incidentally thereto to act in any manner under said will with all the rights and powers conferred by said will, and to receive and hold real and personal property including all the property now held by the trustees under the will of said Isabella Stewart Gardner, and to administer all such property upon the trusts and in conformity with the provisions of said will.

The amount of its capital stock (if any) is *None* dollars

The par value of its shares is *None* dollars

The number of its shares is *None*

We hereby waive all requirements of the General Laws of Massachusetts for notice of the first meeting for organization, and appoint the 23rd day of November 1936, at one o'clock P.M., at Fenway Court, Boston, Massachusetts, as the time and place for holding said first meeting.

In Witness Whereof we have hereto signed our names
this 23rd day of November in the year nineteen hundred and
thirty-six.

NAME	RESIDENCE (City or town; street and number)
William C. Endicott	59 Ingersoll St., Danvers, Mass.
Francis L. Higginson	Cherry St., Wenham, Mass.
Grafton D. Cushing	45 East 66th St., N. Y. C.
T. Jefferson Coolidge	35 Lapland St., Brookline
Richard C. Paine	325 Heath St., Brookline, Mass.
Olga E. Monks	51 Commonwealth Ave., Boston
Arthur Pope	11 Lowell St., Cambridge, Mass.

CERTIFICATE OF INCORPORATION

Commonwealth of Massachusetts

Be it known That whereas William C. Endicott (deceased), Francis L. Higginson, Olga E. Monks, T. Jefferson Coolidge, Grafton D. Cushing, Richard C. Paine and Arthur Pope have associated themselves with the intention of forming a corporation under the name of

THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED,
for the purpose of the following: —To conduct the museum established by the will of Isabella Stewart Gardner and otherwise to carry out the charitable purposes contained in said will, and incidentally thereto to act in any manner under said will with all the rights and powers conferred by said will, and to receive and hold real and personal property including all the property now held by the trustees under the will of said Isabella Stewart Gardner, and to administer all such property upon the trusts and in conformity with the provisions of said will; and have complied with the provisions of the Statutes of this Commonwealth in such case made and provided, as appears from the Articles of Organization of said corporation, duly approved by the Commissioner of Corporations and Taxation and recorded in this office:

Now, therefore, I, Frederic W. Cook, Secretary of The Commonwealth of Massachusetts, *Do Hereby Certify* that said William C. Endicott (deceased), Francis L. Higginson, Olga E. Monks, T. Jefferson Coolidge, Grafton D. Cushing, Richard C. Paine and Arthur Pope, their associates and successors, are legally organized and established as, and are hereby made, an existing corporation as of November 28, 1936, under the name of THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED, with the powers, rights and privileges and subject to the limitations, duties and restrictions, which by law appertain thereto.

Witness my official signature hereunto subscribed, and the Great Seal of The Commonwealth of Massachusetts hereunto affixed, this twenty-third day of December in the year of our Lord one thousand nine hundred and thirty-six.

F. W. COOK

Secretary of the Commonwealth.

[Seal]

Commonwealth of Massachusetts

Chapter 126—Laws of 1937

An Act authorizing THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED, to hold additional real and personal estate.

Be it enacted, etc., as follows:

THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED, a charitable institution organized under the general laws relating to charitable corporations to carry out the charitable provisions contained in the will of Isabella Stewart Gardner, may hold real and personal estate to an amount not exceeding twelve million dollars notwithstanding the limitation provided by section nine of chapter one hundred and eighty of the General Laws, which estate shall be devoted to the purposes of said institution as provided in said section nine.

Approved March 23, 1937.

Commonwealth of Massachusetts

PROBATE COURT

SUFFOLK, SS.

THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED, of Boston, Suffolk County, a Massachusetts Corporation, is appointed trustee of certain estate given in trust as a Museum for the education and enjoyment of the public forever under the will of Isabella Stewart Gardner, late of Boston, in the County of Suffolk, deceased, testate, which will was proved and allowed on the twenty-first day of August A.D. 1924, by said Court, and is now of record in this Court, to act in place of William C. Endicott, deceased, Grafton D. Cushing, Olga E. Monks, Richard C. Paine, T. Jefferson Coolidge, Arthur Pope and Francis L. Higginson (resigned).

And you are required to make and return to said Probate Court, within three months from the date hereof, a true inventory of all real and personal estate belonging to it as trustee, which at the time of the making of such inventory shall have come to its possession or knowledge;

To manage and dispose of all such estate, and faithfully to discharge its trust in relation thereto, according to law and the will of said testatrix;

To render, upon oath, a true account of the property in its hands, and of the management and disposition thereof, at least once a year until its trust is fulfilled, unless excused therefrom in any year by said Court; and

At the expiration of its trust, to settle its account in said Court, and pay over and deliver all the estate and effects remaining in its hands, or due from it on such settlement, to the person or persons entitled thereto.

Witness, William M. Prest, Esquire, Judge of said Court, at Boston, this 24th day of December in the year of our Lord one thousand nine hundred and thirty-six.

ARTHUR W. SULLIVAN, *Register*.

Commonwealth of Massachusetts

Acts of the Year 1943

Chapter 279

An Act to Exempt from Taxation the Real Estate in Boston of THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED, Trustee under the Will of Isabella Stewart Gardner.

Be it enacted, etc., as follows:

The real estate, hereinafter described, located in the city of Boston and held by THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED, as trustee under the will of Isabella Stewart Gardner, shall be exempt from taxation beginning January first, nineteen hundred and forty-three, and continuing so long as the museum, known as the Isabella Stewart Gardner Museum, is operated by said corporation for the education and enjoyment of the public. Said real estate includes the building housing said museum and is bounded northwesterly by Worthington street; northeasterly by the Fenway; southeasterly by Evans Way; southwesterly by land now or formerly of Carol H. Powers et al., one hundred and twenty-one hundredths feet; and northwesterly thirty-two and sixty-nine hundredths feet and southwesterly eighty-four and eighty-nine hundredths feet by land now or formerly of Harold J. Coolidge et al., Trustees; containing about sixty-six thousand, seven hundred and ninety-four square feet.

Approved May 14, 1943.

THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED

BY-LAWS

ARTICLE I

The officers of this corporation shall consist of a board of seven Trustees, a presiding officer to be known as the President of The Isabella Stewart Gardner Museum, Incorporated, a Vice-President of The Isabella Stewart Gardner Museum, Incorporated, a financial officer to be known as the Treasurer of The Isabella Stewart Gardner Museum, Incorporated, and a recording officer to be known as the Secretary of The Isabella Stewart Gardner Museum, Incorporated.

ARTICLE II

The Trustees shall have the right to resign, and upon the death or resignation of any of them the remainder shall have the right to fill the vacancy or vacancies by the election of a new member or members.

ARTICLE III

The Trustees shall have general control of the property of the corporation and shall have power to appoint from time to time such agents as they may deem necessary for the appropriate conduct of the affairs of the corporation, subject to the provisions of the will of Isabella Stewart Gardner.

ARTICLE IV

The Trustees shall, at the annual meeting, choose from their number a President of the Corporation to hold office until the next annual meeting.

ARTICLE V

The Trustees shall, at the annual meeting, choose from their number a Vice-President of the Corporation, to hold office until the next annual meeting. It shall be the duty of the Vice-President to preside at meetings of the Trustees in the absence of the President. The Vice-President may also hold the office of Treasurer or Secretary if thereto elected.

ARTICLE VI

The Trustees shall, at the annual meeting, choose from their number, a Treasurer of the Corporation, to hold office until the next annual meeting. It shall be the duty of the Treasurer to keep the financial records of the Corporation and report thereon to the Trustees. The Treasurer may also hold the office of Secretary if thereto elected.

ARTICLE VII

The Trustees shall, at the annual meeting, choose from their number a Secretary of the Corporation to hold office until the next annual meeting. It shall be the duty of the Secretary to keep a record of the meetings of the Trustees and to give the requisite notice thereof.

ARTICLE VIII

A vacancy occurring in any of the offices of the Corporation may be filled at any regular or special meeting of the Trustees, the officer so elected to hold office until the next annual meeting.

ARTICLE IX

The Trustees shall have power to act on all questions by a majority of their number. The Trustees shall have the right to put any securities in the names of two or more of

their number, either individually or as Trustees of this Corporation, and the Trustees so named, or their survivors or survivor, shall have power to assign and transfer such securities, and to execute powers of attorney, proxies to vote, dividend orders, subscriptions and other instruments relating to such securities. No Trustee shall be liable for retaining bonds or securities unregistered, for leaving securities in the possession or control of any other of the Trustees, for any error of judgment, or for anything except his own wilful personal default.

ARTICLE X

An annual meeting of the Trustees shall be held at Boston on the second Monday of February in each year. Special meetings may be held at any time, either in Boston or elsewhere in the Commonwealth, upon the request of any of the Trustees. The Secretary shall give notice thereof to each Trustee, either personally or by mail, at least three days prior to the time of such meeting, or said notice may be given by the President, but any meeting of the Trustees at any place at which all shall be present shall be valid without any previous notice thereof.

ARTICLE XI

A notice of any meeting of the Trustees, mailed to addresses furnished by them, shall be sufficient notice.

ARTICLE XII

The seal of the corporation shall consist of a circular impression bearing the corporate name and the year of incorporation and a design representing a phoenix surmounted by a helmet with the motto *C'est mon plaisir*.

ARTICLE XIII

The By-Laws may be amended in any manner not incompatible with the due administration of the trusts set up in the will of Isabella Stewart Gardner, at any regular or special meeting, provided that notice of such intended amendment shall be given in the call for the meeting.

REPORT OF THE PRESIDENT



TO THE TRUSTEES:

Attendance during this last year shows a decrease, this time in both weekly and Sunday totals. While this is disappointing, it is not altogether unexpected, as it was felt unlikely that the figures of the years immediately succeeding the termination of the World War would be maintained, particularly in the case of an institution that permitted no change or addition except in the way of flowers and music.

As announced in last year's report, observance of the fiftieth anniversary of Mrs. Gardner's first public opening was held on February 23, 1953. No formal reception was held but advertisements were made in the newspapers that tickets of admittance could be obtained on application. About 500 people availed themselves of the opportunity, many of them for the first time.

Twenty years ago last autumn the Trustees gave a reception to the then newly elected President of Harvard, James Bryant Conant. Last autumn the Trustees voted to give a similar reception to his successor, the newly elected President, Nathan Marsh Pusey. Although the invitation was conveyed to him last October, there was such a demand on his time from all directions that it was impossible to arrange a date before the end of the year. Then, to fit with Mr. Pusey's appointments, February 3, 1954, was finally selected.

For details on the maintenance and care of the building and its contents, reference is made to the report of the Director.

The income of the Museum from General Funds showed

an increase of \$9,129.30, compared with the previous year. There was a moderate decrease in the receipts from sales at the Museum.

The total expenses increased \$6,702.93, leaving a net balance from all income over expenses of \$86,825.16, an increase of \$1,996.53 over last year. This increase in expenses is due to some extent to the care of the collections and paintings, but mainly to salaries and wages at the Museum and greenhouse. The final result, after transferring the customary \$10,000 to our own Pension Fund and providing for amortization of bond premiums, was a surplus for the year of \$75,128.42, an increase of \$3,139.28 over last year.

Again, I take pleasure in thanking the entire staff, both managing and operating, for the care of the Museum and its grounds and the greenhouse.

F. L. HIGGINSON,
President

February 8, 1954

REPORT OF THE DIRECTOR



TO THE TRUSTEES:

Fifty years ago, on February 23, 1903, Fenway Court was first opened to the public. To celebrate the semi-centennial, the Museum was open on that evening, 1953, from 7:30 to 10:30 to ticket-holders. Seven hundred and thirty-five free tickets had been issued in response to written applications, but the total attendance was 498. The Paganini Quartet played. For many reasons, frequent evening openings are not practical, although the Museum is more romantically beautiful in the evening than it can ever be in the daytime.

Many features of the building as well as many objects in the collection show the effects of the passing years. Minor repairs are constantly being made on the building, and sometimes important alterations must be made in Mrs. Gardner's methods of installation. The old Italian balconies outside some of the windows have been repaired, and the marble slab with Mrs. Gardner's motto, "*C'est mon plaisir*," had to be renewed. The Building Commissioners of the City of Boston finally ordered the revolving door at the public entrance removed. This necessitated building a new vestibule. Work was started in August and the new entrance was first used on October 4. In December the turnstiles which controlled the entrance of visitors and counted them were removed and electronic counters were installed. As the Museum stands on made land, the ground and the walks in the garden slowly sink; for this reason most of the garden walks and part of the concrete driveway have had to be re-laid.

Indoors, a new ceiling was put up in the Blue Room, the

walls have been hung with silk specially woven by Scalmandré, reproducing the silk originally on the eastern half of the room. Iron supports were affixed to two console tables in this room and several chairs were re-upholstered, new material being put on over the old. Several chairs in other rooms have been re-upholstered in the same way.

In March, the first tapestries were sent to P. W. French & Co. in New York to be cleaned and repaired. The "Queen Esther," "Proverbs," "King Priam," "Amazon Queens," and another small tapestry have already been attended to. The "Jezebel" Tapestry, our oldest, which was in need of extensive repairing, is still in New York.

Two accidents, one of them rather serious, have resulted from misplaced reliance on Mrs. Gardner's installation. During the night of February 15, the pegs supporting the top shelf in the cabinet in the Early Italian Room became loosened, resulting in injuries to several objects exhibited in the case. These objects have been very skilfully repaired by Mr. Young at the Museum of Fine Arts and by Mr. Jakstas. The accident caused a careful examination of supports in similar cabinets, which were strengthened where necessary. The support under the marble bust of a Young Venetian in the Titian Room was also strengthened; and although I regret the exposure of the Titian to the grime in the atmosphere, the glass has been removed, lest its weight might be dangerously great. Long bolts to hold the picture have been put into the walls. On December 2 the staghorn chandelier in the Gothic Room fell. Fortunately the damage could be repaired by Mr. Jakstas. In his opinion the woodwork in the Museum suffers from the heat and lack of moisture in the atmosphere; certain cases of dry-rot have been dealt with. Some day the expensive and difficult problem of air-conditioning may have to be taken up.

Mr. Jakstas has cleaned our two Raphaels, revealing the freshness of the "Pietà" and greatly improving the appearance of the portrait of Inghirami. The "Madonna and Child" influenced by Roger van der Weyden and the one after Cima da Conegliano, as well as the portrait by Smibert, considered to be of Rebecca Chambers Russell, have had complete cleaning and restoration, including relining of the Smibert. Mr. Jakstas has also done considerable work on other objects of various materials, especially the painted chairs in the Blue Room and the polychrome wood figure of St. Florian. At the very end of the year, the brocade specially woven by Scalamandré for the Empire chairs in the Dutch Room was received, and Mrs. Romano began re-covering them.

The Museum has received some pleasant publicity. The November number of *Horticulture*, the widely distributed magazine of the Massachusetts Horticultural Society, carried on its cover a color print of the Court with its elaborate November 1952 arrangement of chrysanthemums. Also in November, *Holiday* published a color plate of the Court in spring. Less far-reaching was an interview of the Director by "Daisy Meadows," sponsored by the Whiting Milk Co., which was tape-recorded on May 18 and released on a WNAC program on June 18. The Museum furnished chrysanthemums to decorate the Tapestry Hall of the Museum of Fine Arts for the reception on November 15 opening the loan exhibition of Japanese Art Treasures.

On February 4, a luncheon was given for ladies working for "Special Gifts" for the Red Cross. Tea has been served for fifteen groups including 1,012 people; thirty other groups including 1,230 people have taken advantage of the guidance regularly offered on weekdays at 11:00 A.M. A

total of 158 groups including 5,937 people visited the Museum; of these, thirty-one groups came from Boston's public schools and colleges, thirty-four from schools outside Boston, thirty-one from private schools, and sixty-two from churches and other organizations.

On April 14, as required by Mrs. Gardner's will, a requiem Mass was celebrated in the Museum Chapel by Father Williams, S.S.J.E. Besides the clergy and the choir, there were ten people present.

On October 22 Mr. Walter H. Siple began his third series of Thursday morning lectures to subscribers.

Attendance

Calendar Year 1953 (11 months; closed in August)

Weekdays	41,202	decrease from previous year	2,237
Sundays	<u>35,741</u>	“ “ “ “	<u>1,872</u>
	76,943		4,109

The decline in attendance is regrettable, but easily understandable, in view of the fact that there are no changes of exhibition here, and that the various activities and entertainments vying for the time and attention of the public constantly increase. People say that whenever they have to entertain a friend from out of town, this is one of the first places to which the friend is brought, but many of those same people do not feel an urge to visit the Museum for their own enjoyment.

The standard of our music programs remains high, in fact seems to me to be raised slightly from year to year. In March Mr. Mason and I went to New York as usual for auditions. During the year one chorus, eight string quartets, two trios, nine violin soloists, nineteen pianists, one 'cellist,

and ten singers have taken part in our Sunday programs; sixty-one individuals and one chorus took part in 141 week-day programs.

On July 31, Miss Bessie B. Sabeau retired. She came to work at the Museum in December, 1924, and for nearly twenty-nine years had taken efficient and devoted care of the textiles. Mrs. Vincenzina Romano has taken her place. On December 31, much to everyone's regret, Mrs. Edith Spellman, who had been an ideal executive secretary, insisted that, in accordance with her doctor's advice, she must stop working. She came to the Museum in 1934 as Assistant Secretary and since July, 1943, had been in charge of the office. Her intelligence, efficiency, judgment, unfailing good humor and devotion endeared her to all the staff and contributed to the smooth working of the Museum machinery. Miss Evelyn Burr, after a year's experience with Mrs. Spellman, now assumes her responsibilities, and Miss Jane Mollo, Radcliffe '52, has joined the staff as Assistant Secretary.

Sales

Catalogue of Exhibited Paintings and Drawings, Hendy	65
Isabella Stewart Gardner and Fenway Court, Carter	106
General Catalogue, Longstreet	27
Gardner Collection	140
Museum Guide	4,378
Photographs	613
Color Prints	3,048
Postcards, monochrome	7,900
" colored .05	32,621
" " .10	971
Kodachromes	28
Negatives	4
Photo Views	483

Christmas Folders	462
Ektachromes	4
Kendall Cards	30

**Receipts*

Sales	\$4,182.58
Teas	1,016.50
	<hr/>
	\$5,199.08

As I approach the end of the thirty-fifth year of my connection with the Museum, and of my thirtieth year as Director, I am most grateful for all these years of pleasant association with the Trustees and the Staff, and for their friendly coöperation.

Respectfully submitted,

MORRIS CARTER,
Director

* Receipts at the Museum are offset to some extent by expenditures on the account of the Treasurer.

REPORT OF INDEPENDENT PUBLIC ACCOUNTANTS



*To The Isabella Stewart Gardner Museum, Incorporated,
Trustee under the Will of Isabella Stewart Gardner:*

We have examined the balance sheet of The Isabella Stewart Gardner Museum, Incorporated, Trustee under the Will of Isabella Stewart Gardner, as of December 31, 1953 and the related statement of income received, expenditures and appropriations for the year then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

The securities owned at December 31, 1953 were confirmed direct to us by the custodian, Fiduciary Trust Company. We examined copies of brokers' advices or other evidence in support of all security transactions reflected on the books and satisfied ourselves as to the amount of the gain or loss from sales. Also, on December 22, 1953, we inspected the securities owned by the Museum as at that date.

The amount of cash on deposit at December 31, 1953 was reconciled by us with confirmations which we received direct from the depositories and included the following balances of uninvested funds held by or in transit to Fiduciary Trust Company:

General fund investment	\$1,892.43
Pension fund	243.24
Current working assets	7,835.33
	<u>\$9,971.00</u>

Cash on hand at the Museum offices was counted by us during the course of our examination.

Income received from investments held by all the funds has been traced to dividend records and other independent sources and interest calculations have been checked. Income and expenses are not accrued in the accounts of the Museum until received or paid, except in respect of United States Savings Bonds purchased on a discount basis, on which interest has been accrued to the extent of the increment in the redemption value. Receipts at the Museum from sales of catalogues, etc., have not been verified by us but we have made tests of the procedure followed in recording these receipts and found it to be satisfactory. We examined approved vouchers or other evidence of approval in support of all cash disbursements for the year.

* * * * *

In our opinion, the accompanying statements present fairly, on the basis indicated, the financial position of The Isabella Stewart Gardner Museum, Incorporated, Trustee, as at December 31, 1953 and a summary of its income received, expenditures and appropriations for the year then ended, in conformity in all material respects with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

PRICE WATERHOUSE & Co.

Boston

February 5, 1954

THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED, TRUSTEE UNDER THE WILL OF ISABELLA STEWART GARDNER
BALANCE SHEET--DECEMBER 31, 1953

ASSETS		LIABILITIES	
<i>General Fund Assets:</i>		<i>General Fund:</i>	
Investment assets:		Balance, December 31, 1952	\$8,943,231.69
Securities (at cost if acquired subsequent to December 24, 1936, or at market values shown in Trustee's inventory as of that date):		Net gain from sales of securities during the year ending December 31, 1953	<u>37,637.14*</u> \$8,980,868.83
Bonds (at available market quotations--\$1,539,218.75)	\$1,537,562.54	<i>Pension Fund (appropriated from income):</i>	
Capital stocks (at available market quotations--\$4,511,696.75)	<u>3,011,013.86</u>	Balance, December 31, 1952	\$ 319,870.16
	\$4,548,576.40	Additions (deductions) during the year:	
	<u>1,892.43</u>	Appropriation from income	10,000.00
Cash on deposit	\$4,550,468.83	Income from investments	7,944.35
		Pensions charged to Fund	(3,435.55)
Fixed assets--at appraised values as shown in Trustee's inventory as of December 24, 1936:		Loss from sales of securities	<u>(164.84)*</u> 334,214.12
Museum land and buildings	\$ 366,400.00		
5,000 shares of The Isabella Stewart Gardner Museum in the Fenway, Incorporated, representing--			
Contents of Museum building \$4,015,000.00			
Lot and greenhouse 49,000.00	4,064,000.00		
Total general fund assets	<u>\$8,980,868.83</u>		
<i>Pension Fund Assets:</i>			
Cash on deposit	\$ 33,097.40		
Bonds, at cost (at available market quotations--\$293,619.69)	294,251.72		
Accrued interest on United States Savings Bonds, Series F	<u>6,865.00</u>		
			18,366.39
<i>Current Working Assets:</i>			
Cash on deposit and on hand	\$ 153,246.45		
Investment of current funds--			
Bonds, at cost (at available market quotations--\$430,804.73)	429,729.87		
Accrued interest on United States Savings Bonds, Series F	<u>3,075.00</u>		
			68,697.32
			<u>252,044.73</u> 586,051.32
			<u>\$9,901,134.27</u>

* Note--Gains and losses from sales of securities have been determined on the basis of values shown in Trustee's inventory as of December 24, 1936 or the cost of subsequent acquisitions.

THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED
TRUSTEE UNDER THE WILL OF ISABELLA STEWART GARDNER

STATEMENT OF INCOME RECEIVED, EXPENDITURES AND
APPROPRIATIONS FOR THE YEAR ENDING
DECEMBER 31, 1953

(With comparative figures for the previous year)

	<i>Year ending December 31,</i>	
	1953	1952
<i>Income received:</i>		
Dividends on capital stocks	\$224,067.21	\$225,017.90
Interest on bonds (not including interest on Pension Fund investments)	51,786.92	48,138.03
Sales of catalogues, postcards, etc. at Museum	4,075.38	4,505.22
	<u>\$279,929.51</u>	<u>\$277,661.15</u>
<i>Expenditures:</i>		
Museum operating expenses:		
Guards and watchmen	\$ 32,611.52	\$ 29,389.98
Plants and flowers	30,221.57	28,940.69
Music	16,507.67	14,359.01
Care of collections and paintings	9,757.35	6,822.73
Maintenance, including charges for extraor- dinary repairs, replacements, etc.	46,508.55	47,881.95
Administrative salaries and expenses	35,046.74	29,374.01
Sundry operating expenses	4,607.17	4,235.74
Insurance	2,100.28	7,925.71
Compensation of managing trustees	7,000.00	7,000.00
Fiduciary Trust Company—agent	6,000.00	6,000.00
Trustees' fees	620.00	520.00
State Street office expenses	4,350.56	4,868.99
Legal and accounting services	1,856.00	1,831.00
Miscellaneous general and administrative expenses	629.00	615.46
Social security taxes	1,550.79	1,395.13
Cost of printing postcards, etc. for sale at Museum	168.25	1,672.12
	<u>\$199,535.45</u>	<u>\$192,832.52</u>
Excess of income over expenditures	\$ 80,394.06	\$ 84,828.63
Appropriation for Pension Fund	\$ 10,000.00	\$ 10,000.00
Amortization of bond premiums	1,696.74	2,839.49
	<u>\$ 11,696.74</u>	<u>\$ 12,839.49</u>
Excess of income received over expendi- tures and appropriations, carried to cur- rent surplus account—per balance sheet	<u>\$ 68,697.32</u>	<u>\$ 71,989.14</u>

*Fifty copies of this book were printed for THE
ISABELLA STEWART GARDNER MUSEUM, INCORPO-
RATED, by The Anthoensen Press, Portland, Maine*

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